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California Army National Guard  
Warrant Officer Mentor Program

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**FOR THE GOVERNOR:**

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**Applicability.** This pamphlet applies to all California Army National Guard Warrant Officers.

**Proponent and exception authority.** The proponent and exception authority for this pamphlet is The Adjutant General.

**Supplementation.** Supplementation of this pamphlet is prohibited without prior approval from the Office of the State Command Chief Warrant Officer (CAAG-CCWO).

**Suggested improvements.** The proponent for this pamphlet is the Office of the State Command Chief Warrant Officer, ATTN: CAAG-CCWO. Users are invited to send comments, suggestions and improvements directly to OTAG, Box 28, 9800 Goethe Rd, Sacramento, CA 95827.

**History.** This is a new publication.

**Summary.** This pamphlet establishes the California Army National Guard Warrant Officer Mentor Program.

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## History

The story of the mentor comes from Homer's Odyssey. When Odysseus, king of Ithaca went to fight in the Trojan War, he entrusted the care of his household to *Mentor*, who served as teacher and overseer of Odysseus' son, Telemachus.

After the war, Odysseus was condemned to wander vainly for ten years in his attempt to return home. In time, Telemachus now grown, went in search of his father. Telemachus was accompanied on his quest by Athena, Goddess of War and patroness of the arts and industry, who assumed the form of Mentor.

Eventually, father and son were reunited and together they cast down would-be usurpers of Odysseus's throne and of Telemachus' birthright. In time, the word Mentor became synonymous with trusted advisor, friend, teacher and wise person.

## Program Definitions

- **MENTOR**--(Trusted counselor, teacher, or guide). A model warrant officer who possesses a willingness to be responsible for another warrant officer's growth, and has organizational knowledge and exemplary supervisory skills.

- **MENTORING**--A relationship in which a trusted warrant officer with greater or reciprocal experience and wisdom guides another person to develop both personally and professionally.

- **MENTEE**--A person who is willing to assume responsibility for his or her own growth or development by receiving counseling and feedback from the mentor. The mentee actively seeks a mentor for the purpose of gaining the necessary knowledge to become a well integrated team player and meaningful contributor to the military as a whole.

- **ROLE MODEL**--A senior warrant officer who exhibits success, exemplary behavior in achievement and style and has an ability to get things done.

## Warrant Officer Mentoring Philosophy

During 1985, the Army's Year of "Leadership", the art of mentorship was revived and revised. We must develop leaders who will know how to fight and win on the battlefields of the future. It is time for us to renew our focus and attention to our men and women who remain our single greatest asset. Mentorship contributes to the development of these future leaders. The environment in which we work has changed and as the California Army National Guard prepares for the challenges of today and the 21st century with expanding technologies, changing demographics and reduced budgets, a primary personnel issue remains the retention and readiness of our warrant officer corps.

Successful leadership helps the person with raw talent to succeed and the good performers to get even better. It benefits the whole organization when all members perform as a team, using each individual's strength to help each other accomplish the goal. The

business world has a name for this particular practice of leadership -- it is called mentoring.

A sound mentoring program will ensure that every warrant officer is provided the opportunity to receive the necessary tools for success throughout their careers. It must be stressed that chain-of-command supervisors are primarily responsible for the professional development of their subordinates. A mentor is an additional avenue for subordinates to seek advice and support to enhance their development. While a mentor may be found from any source, it is likely that the special trust and confidentiality required will cause the junior person to look outside his or her chain-of-command for a mentor.

Mentorship is a two-way street. The mentor must be willing to share knowledge, training and experience in a trusted and respected atmosphere. In turn, the individual receiving the mentorship must trust and respect the mentor, while being open and receptive to the process. Caring is the core of mentorship. A mentor may care as a parent cares. Mentors risk disappointment, failure and rejection. This should never be a reason to give up. We must all contribute in the development of the warrant officers who will come behind us.

We must remember that mentorship means taking risks, to include allowing our proteges to make mistakes during their term. Without the proper command climate, mentorship cannot be practiced.

We owe it to our warrant officer candidates and junior warrant officers to clarify their career goals and help develop short and long term career strategies toward advancement. We must share our knowledge and instruct them in technical, leadership and management skills. It is also encouraged that all warrant officers join and become active members of professional or related organizations such as the United States Army Warrant Officer Association (USAWOA) and/or National Guard Association of California (NGAC).

We should also provide personal and job counseling where appropriate. Above all, senior warrant officers must be role models.

## Mentor Program Formalization

Mentoring will fill the void that formal schools, limited experience and on-the-job-training (OJT) cannot. Although the mentoring relationship presumes volunteerism, the benefit of formalizing the mentor program is to:

- Direct command emphasis.
- Sanction effective mentoring guidelines which will benefit all parties concerned.

## Mentoring Framework

- Beginning 1 Nov 99 The Adjutant General has directed that the CAARNG Warrant Officer Mentor Program expand formally as follows:

- a. The purpose is to:

1. Prepare the candidate for successful completion of Warrant Officer Candidate School (WOCS).

2. Guide the mentee towards achieving both mission-oriented and personal excellence.

3. Reinforce the relationship between junior and senior warrant officers and their commanders.

b. NLT 1 Jan 00 each senior command will identify and submit a list of individuals requiring mentors to the Command Chief Warrant Officer, if not already designated.

c. Effective 1 Jan 01 the Command Chief Warrant Officer will be responsible to ensure applicants for the Warrant Officer Candidate Program pass a "For Record" APFT (Army Physical Fitness Test) administered by a Master Fitness Trainer (MFT). If a MFT is not locally available, a soldier possessing the Physical Fitness Badge will administer a "For Record" APFT.

d. A warrant officer mentor interview will be accomplished with each WOC to assess the soldier's readiness to attend Warrant Officer Candidate School. This interview will also include personal and family readiness which too often contributes to resignations from WOCS. The WO mentor will submit the recommendation to the command's WO mentor based on this interview and the APFT results. The recommendations will identify any shortcomings or weaknesses and recommend courses of action for improvement.

e. Sixty days prior to WOCS attendance, a second APFT will be administered to the WOC. Should the WOC fail this APFT or appear not to be adequately prepared for the rigors of WOCS, the mentor will notify the Command Chief Warrant Officer.

### **Program Roles and Responsibilities**

a. The Office of The Adjutant General, Command Chief Warrant Officer will revise the Warrant Officer Mentor Program as needed.

b. Leaders, commanders and senior warrant officers at all levels will implement the Warrant Officer Mentorship philosophy by:

1. Providing a clear vision.
2. Employing a systematic approach toward continuous junior warrant officer growth.
3. Ensuring efficient stewardship of and accountability for resources.
4. Providing junior warrant officers with authority commensurate with their responsibilities.
5. Developing a climate which encourages and rewards openness, initiative and change in the pursuit of quality.
6. Listening and using their ideas and suggestions for job and process improvement, mission redefinition and taking appropriate action.
7. Providing junior warrant officers with the maximum responsibility appropriate to their capabilities.
8. The mentor and mentee will seek better ways to do their jobs, to better define what their jobs should be and discuss this with their supervisory chain.
9. The quality of personal work is the responsibility of every mentor and mentee.

c. The commanding officer:

1. Acts as a source of information on mission and goals of the organization.

2. Gives the direction and credibility to mentorship and sets the tone for the command climate.

d. Supervisor: (immediate superior of the junior)

1. Supports the junior person in their personal and professional efforts toward self-improvement and goal setting.

2. Primarily responsible for the development of subordinates.

3. Should be the first person to explain the benefits of consulting a mentor.

e. Mentor: (experienced teacher)

Create the expectation that the mentee will achieve the highest standard possible with respect to the available resources. Exercise strong interpersonal skills (people oriented behavior, communication skills particularly questioning and listening, motivating, encouraging and delegating). Actively coordinate with the mentee's supervisor and the CAARNG Command Chief Warrant Officer (both of whom have vested interests in the program's success).

1. Senior Warrant Officers selected to serve as mentors must commit to providing honest and timely feedback and counseling to the designated mentee. Both the mentee's strengths and weaknesses need to be critiqued and his/her standards of excellence measured.

2. Tutors specific skills, effective behavior and how to function in the organization.

3. Coaches activities that will add to experience and skill development such as MOS specific training opportunities.

4. Introduces or directs mentee to known subject matter experts.

5. Assists in career path, military and civilian education planning.

6. Helps establish mentee's milestones and meets for feedback and planning.

7. Reinforces the integrity of the relationship between the junior warrant officer and the chain of command.

8. Instills professional values such as self-enforcement, self-restraint, and self-sacrifice, and discourages overconfidence and conceit.

9. Introduces mentee to family support networks.

10. Encourages synergy through membership in professional associations.

f. Mentee: (person receiving the mentoring)

1. Recognizes the value of and proactively seeks a mentor.

2. Shows willingness to assume responsibility for growth and development.

3. Works to succeed at one or more levels above the present position in the organization.

4. Stays receptive to feedback and coaching.

5. Seeks challenging assignments and new responsibilities.

## Special Note To Commanders

Commanding officers are the first line for promoting a dynamic mentoring program. Providing an open forum under their guidance to seek additional sources of professional expertise is critical for the well being of the CAARNG. It is strongly recommended that the duty as warrant officer mentor be listed on the Officer Evaluation Report (OER) and that comments on performance be included in the body of the OER to provide the officer with due credit for warrant officer mentor efforts. Commanders at all levels must demonstrate support for the program through word and deed and provide the time and funds that allow the mentor and mentee to engage in professional development. This may include funding for formal training for both the mentor and mentee. Since mentor programs result in increased productivity, improved recruitment and increased cost effectiveness, the effort (time and funds) spent on a structured program is a sound investment in any organization's future.

## Special Note For The Mentor/Mentee

Mentees can receive tremendous benefits when a mentor takes the time to provide timely advice and counsel. It should be recognized however, that mentors receive tremendous leadership training as well. The process of being a mentor is an important phase in the continuous development of a good officer. Being a mentor is an important phase in the continuous development of a good officer and is a privilege bestowed. Being a mentor is not reflective of a particular pay grade or position. Rather, a mentor is someone who is able to share their particular experience and wisdom to the gain of their mentee. Because of their experience, knowledge, and training, warrant officers can be effective mentors to NCOs. Agree to a no-fault conclusion of the mentoring relationship when (for any reason) the time is right. A successful warrant officer will have several mentors throughout a career.

## WARRANT OFFICER MENTORS REFERENCE GUIDE

### General Guidance

- Ask questions to help the junior warrant officer think through complicated projects or situations instead of just telling them what to do.
  - Share your own experiences and lessons learned to help juniors or peers in similar situations.
  - Work alongside the junior or peer whenever possible to teach them new skills or help them get work done on time.
  - Let them know if there are ways they can improve the quality of their work or improve the way that they interact with others.
- mentor them in the future.

- Talk about the junior's career interests and what they will need to do to get to the assignments they want.
- When possible, introduce them to persons who can

## Team Building

As a team, Mentors and Mentees should review the following questions to develop a plan of action and formalize their goals:

1. What expectations does the command have for us regarding our partnership?
2. When and where will we meet?
3. How often do we want to meet? How much time should we spend at the meeting?
4. Who will call the meetings?
5. What are your expectations from this relationship?
6. Do we agree that our discussions are confidential?
7. What will we do if either one of us feels that we are mismatched?
8. How do we want to handle time management and scheduling?
9. Do we foresee cross-racial, cross-gender, or cross-cultural problems?
10. How should we handle jealousy, bitterness, or hostility from peers or colleagues who may feel "left out"?
11. How might we handle conflicts between Mentor, Mentee, and Mentee's supervisor?
12. What will we do if the Mentee does not ask for needed help, or if Mentor cannot or does not provide needed help?
13. Mentee's major goals are...?
14. Mentor's major goals are...?
15. When will the Mentee's milestones be developed and how often will they be reviewed?

## Warrant Officer Candidate Mentor Topics

Initial mentor preferably possesses the same Military Occupational Skill (MOS). During the initial professional qualification process, the mentor is one who is already qualified and therefore helps the junior through the qualification process. (May not be directly in the chain of command).

Show WOCS Video "So You Want to be a Warrant Officer"

Use recent WOCS Graduates to:

- Brief new WO Candidates
- Obtain current information about WOCS, standards, what to expect, etc

Physical Fitness Training to Army Standard:

- FM 21-20, Physical Fitness
- Correspondence Subcourse IS 1250

### Preparation for Attendance at WOCS

- Warrant Officer Career center "WOCS General Information Memo"
- Warrant Officer Career Center "WOCS Orientation Pam"
- WOCS Welcome Letters, personal affairs in order and sufficient funds for expenses
- AR 670-1, Wear and Appearance of Army Uniforms and Insignia, para 27-15
- FM 22-5, Drill and Ceremonies

### Leadership training Counseling:

- AR 600-20, Army Command Policy
- Correspondence Subcourse IS 7015
- History of the Warrant Officer, DA Pam 600-11, Ch 2

### Communication Skills:

- Army Writing Style: AR 25-50, Section IV, Ch 1
  - Correspondence Subcourse AG 0120 and IS 1400
- Oral Communication/Briefings:
  - FM 101-5, Military Briefings and Conferences,

### Appendix C

- Correspondence Subcourse IS 1703 and 1704

### Warrant Officer Personnel Management:

- DA Circular 601-99-1, Warrant Officer Procurement (7/30/99)
- AR 135-100, Appointment of Officers and Warrant Officers
- AR 611-112, Manual of Warrant Officer MOSs, Ch 1,2,3, & 5
- DA Pam 600-11, Warrant Officer Professional Development
- NGR 600-101, Warrant Officers-Federal Recognition & Personnel Actions, Ch 4 and Ch 7
- AR 623-105, Officer Evaluation Reporting System

### Additional WOC Topics

- Financial responsibility
- Team building
- Leadership
- Management
- Character development
- Goal setting and achievement
- Personal responsibility/Family Support
- Community involvement/Volunteerism
- Social Obligations

## **Junior Warrant Officers (WO1/CW2) Mentor Topics**

This mentor is usually the command sponsor and of slightly higher rank.

- Leadership
- Management
- Marksmanship
- Professional development
- Career planning
- Team building

## **Senior Warrant Officer (CW3/CW4) Mentor Topics**

Balance of the career (all further assignments, advancement and education in the military). The mentor may be a friend, professional acquaintance, previous superior, or more senior warrant officer. The relationship is usually more informal, may be over a long distance via phone or e-mail and may last a long period of time. This is the "I respect you as a peer" stage of the mentoring process.

- Leadership
- Management
- Marksmanship
- Progress to career milestones
- Special development
- Joint expertise
- Community relations
- Transition Planning

## **MENTOR/MENTEE STATEMENT OF UNDERSTANDING AND NO FAULT AGREEMENT**

**MENTEE:**

As of \_\_\_\_\_, I,  
( dd/mm/yy)

\_\_\_\_\_  
(print rank/name)

\_\_\_\_\_  
(signature)

of \_\_\_\_\_  
(unit/location)

OPENLY ACCEPT THE GUIDANCE OF THE MENTOR DESIGNATED BELOW. *If, at any point in this mentee/mentor relationship, I wish to discontinue our meetings, I will advise my mentor of my intent to do so. I understand that under the terms of this no fault, risk-free agreement, I will not be required to provide a reason for discontinuance with this mentor.*

**MENTOR:**

As of \_\_\_\_\_, I,  
( dd/mm/yy)

\_\_\_\_\_  
(print rank/name)

\_\_\_\_\_  
(signature)

of \_\_\_\_\_  
(unit/location)

OPENLY ACCEPT THE RESPONSIBILITY OF MENTORING THE DESIGNATED MENTEE ABOVE. *If, at any point in this mentee/mentor relationship, I wish to discontinue our meetings, I will advise my mentee of my intent to do so. I understand that this a no fault, risk-free agreement and I will not be required to provide a reason for discontinuance with this mentee. I further agree that any personal information that may have been entrusted to me by the mentee during the course of our mentor program relationship will remain confidential in nature.*

Distribution:

Original to Mentee; Copy to Mentor

## Hints for New Warrant Officers

You have earned the right to join a group of officers unique in the Army with a long and distinct history. Congratulations. The members of the Corps are distinguished by the fact they are the Army's "Subject Matter Experts" in their fields. Build on this history by establishing your own reputation for competence and professionalism within the Corps.

Maintain proper relations with the people senior in rank even if they are younger in age than you. Never give cause to be "put in your place".

Study continuously. Job related research is essential to add to your store of knowledge. It is a sad day for the warrant officer if he or she does not learn something each day.

In your spare time, read every good book you can find. In addition to expanding your general knowledge base, it is an excellent way to improve your command of the English language.

Be fair but firm with the soldiers. Back them publicly when they are right and criticize them privately when they are wrong.

Expect and get a lot from your NCOIC. Make every effort to guide and teach them. If he or she cannot cut it, take action to replace him or her, but only after careful consideration.

If you are responsible for a shop, be on top of the operation full time. Make every effort to know more about your work than any other individual, for you have full responsibility.

Watch your paperwork. Reports must be accurate and on time.

When reporting to a new unit, get to know the people. A friendly word will pay off later. Do not fail to communicate. A few minutes from time to time with operations, supply, or with your security people is time well spent.

Form your own opinions about people. Another's opinion may not necessarily be accurate.

Be prepared for your share of additional duties and sometimes more. They will vary from unit to unit, but they will always be there.

When you are a duty officer, study regulations instead of reading magazines. The junior WO1 in the unit can be the sharpest officer. It pays.

In some cases, you may have to "carry" your boss. Do not be resentful of this. In fact, it is an unwritten part of your job description. However, if you cannot be honestly supportive of your boss, seek a transfer.

If you have a support mission, there is no substitute for getting out to see your customer units. Do not make it an inspection unless they have requested it and even then, keep your findings out of command channels. Send a letter and keep a file copy after every visit.

Sometimes there will be conflicts over how something should be done. Stand up for your views; however, if you are overruled, proceed to complete the mission to the best of your ability.

Search for methods to improve the units to which you are assigned. Stay within command channels (which might be difficult sometimes). Be able to support the validity of your suggestions and be prepared to present an implementation plan.

Expect and get the best from your soldiers. This is what they also expect from you. They will be proud to be on the best team in the unit.

Become familiar with other warrant officer MOSs. This may save your career in the long run if you must reclassify or are faced with reduction in force situations.

Broaden your experience by getting into every school, accepting every additional duty and performing every inspection trip you can manage.

Do not hesitate to ask for technical advice if you need it. Form the habit of looking things up for yourself first because you will remember it longer and it will be more accurate.

Require your soldiers to improve their technical knowledge. This can be integrated into your normal workload. Have them use available manuals. Your shop is not the place for radios, electronic games, or comic books.

Stay out of soldiers' clubs except by invitation or on very special occasions only.

Be concerned for the welfare of your soldiers in every possible way, but do not coddle them. It is often a pleasant surprise to a younger person to find himself or herself treated as an adult.

You may occasionally find yourself with an uncomplicated and undemanding assignment, or one that you do not consider challenging. Do not let this cause you to lose initiative or interest in improving and contributing to the betterment of our forces. Invariably, the next assignment will be rough and you should remain constantly prepared for it.

On every assignment, begin and maintain a list of your significant achievements. It will be valuable at OER Support Form time and you should use it to monitor your progress.

Avoid extended "bull sessions" with enlisted soldiers. This practice invariably leads to over-familiarity and tends to be abused by some individuals.

Try to get a job as an MOS proponent school instructor at some time in your career. You are a trainer and teacher by the nature of your job. Why not polish this professional skill?

Daily, seek to look, act and think as a professional military leader. Never lose sight of the fact that you are a professional officer and soldier.

Using vulgarity and coarseness in an attempt to be popular will be at the expense of your self-respect and does nothing to improve your image. No amount of schooling or experience will provide the character and integrity expected of you. It must come from within yourself.

Devote a lot of thought to the morale of your soldiers, the unit and yourself. Remember that this intangible varies considerably from one unit to the next and from one supervisor to another. Do your share to keep morale high in your unit and if the situation is such that you must do it on your own, then do so!

If an individual's performance is deserving, do your best to obtain recognition for him or her with an award or citation. A letter of appreciation to an individual is a big motivator.

Do not degrade the Warrant Officer Corps by failing to maintain a neat appearance. Pay attention to your military appearance and bearing daily.

A positive attitude and healthy frame of mind are absolutely essential to any mission. Yet, they are the most difficult character traits to keep up to par, especially when the going gets tough. Keep a sharp eye out for whatever you can do to help in these areas, beginning with yourself.

Never become involved in or condone, by word or deed, any illegal act for any reason. A supervisor or subordinate who suggests committing an illegal act to avoid punishment or discovery of an error (such as signing a false official document) is violating the trust and faith you share as coworkers and, in the case of warrant and commissioned officers, their oath of office.

Don't sell yourself short. If you study the ideas listed herein and adopt them as part of your personal code, you will find that the Army does, in fact, "take care of its own."

You can be proud to wear the Eagles of an Army Warrant Officer. In turn, the Warrant Officer Corp is also proud that you wear them.

## **What a Commander Should Expect from a Warrant Officer**

**Loyalty.** A professional soldier, officer and technician who understands the mission, supports the organization and the decisions made by the commander. An officer who is willing and capable of fulfilling leadership and technical responsibilities, mentoring and training roles within the unit. An officer who seeks to be loyal, trusted and allowed to contribute.

**Honesty and Integrity.** Commanders must be able to be confident that warrant officers will always provide honest, candid opinions or answers based upon sound judgment, experience and technical expertise. It may not always be what the commander desires to hear, but it will be the truth and always with the mission and the unit first in mind.

**Mission Dedication.** The commander must be able to rely upon the warrant officer to do whatever it takes to accomplish the mission. The professional warrant officer will give priority to the mission and unit before career or personal concerns. Understanding that level of dedication, the good commander will not abuse it; however, he/she should not hesitate to demand it whenever the situation requires.

**Technical Proficiency.** Commanders must be assured that their senior warrant officers are the most technically proficient members of their team and that they will ensure the technical proficiency of junior warrant officers.

The senior warrant officer is a technical expert who has the experience and ability to identify problems quickly, develop solutions and implement improvements for the benefit of the unit, not just for the sake of change.

Trusted Advisor. The good commander recognizes the experience and technical proficiency of his senior warrant officers and actively seeks their advice and counsel. He must be able to trust them to keep him on solid ground and negotiate dangerous situations. With the right command climate, the commander can confidently rely upon his senior warrants to do the same for his/her junior commissioned officers.

## **What a Warrant Officer Wants in a Commander**

Leadership by Example and with Confidence. The warrant officer expects a commander to lead by example. A commander who treats soldiers fairly, asking no more of them than he/she is willing to give. On the other hand, the warrant officer also expects to be challenged. He/she wants the commander to have the confidence and ability to ask the warrant officer to make great sacrifices for the unit and the mission when it is necessary.

Honesty and Integrity. A commander who adheres to a code of values which include sincerity, honesty and candor, who demonstrates by word and deed consistent and dependable compliance with regulatory and ethical guidance. The commander should establish realistic standards, enforce those standards fairly and demand that soldiers adhere to that same code of values.

Understanding. The warrant officer wants a commander who has some insight as to what a warrant officer is and some understanding of who they are. Commanders should know that warrant officers are not “commissioned officers who didn’t make it,” nor “poor people who couldn’t afford college.” Warrant officers have all made conscious, deliberate decisions to become warrant officers. They are fiercely proud of their corps, their history, their accomplishments and their professional technical skills and personal abilities. The commander who displays some knowledge or interest in warrant officer history and professional development requirements is virtually guaranteed to establish a solid base of respect and loyalty.

Respect. A commander should understand and appreciate that warrant officers are integral members of the team, who expect to provide the commander with advice and counsel based upon their expertise and experience. Senior warrant officers should be participants in key leader meetings. The commander must understand that disagreement is not disrespect and that accurate and honest advice will always be provided if a willingness to listen is shown.

Command Climate. The good commander is a champion for the welfare, morale and professional development of all of his/her soldiers. The commander should establish a command climate that requires and supports senior warrant officers to mentor and coach their juniors. Warrant officers should also be expected and required to advise, assist, help train and coach the junior commissioned officers of the organization. The commander should help to educate the chain of command, both up and down, as to the requirements and capabilities of the warrant officer corps.